



Agile for Government

Separating myth from reality

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Introductions



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IT Projects: The problem with the status quo

IT projects using waterfall approach

\$250b

Annual IT spend in the United States

60%

Projects that experience cost overruns

189%

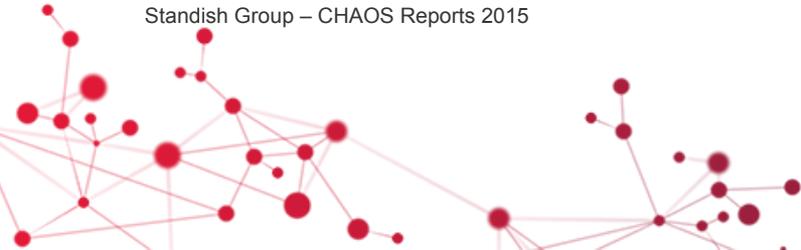
Average cost overrun against original budget

29%

Projects that are cancelled before completion



Standish Group – CHAOS Reports 2015



Why do projects fail?

» Organizations are taking the **same approach** to big IT projects.

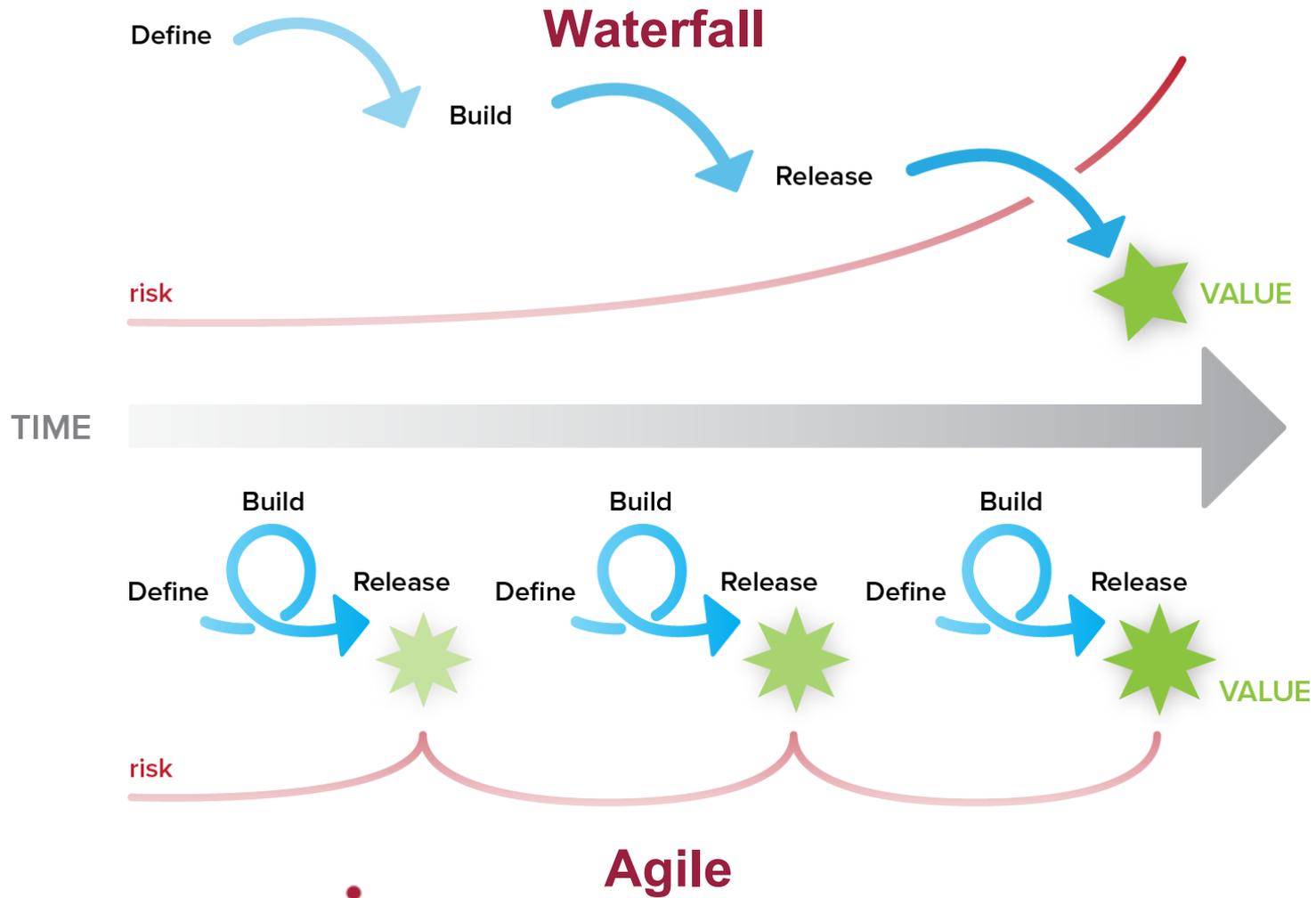
Why isn't it working?

- Lack of **resource** and **staffing plans**
- **Governance** that does not provide visibility into the accumulated risk
- **Rigid requirements & technology** that makes it hard to react to change
- Lack of collaboration between the **business and IT**
- Vendors that lack **expertise in your business** and processes
- **Products** that overpromise & under deliver

Organization are still using the “big bang” waterfall approach instead of agile



Agile methodology vs. waterfall



Agile methodology vs. waterfall

Miscommunication using waterfall:

What you thought you asked for



What get delivered



Miscommunication using agile:

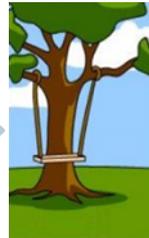
What you asked for



Iteration 1



Iteration 2



...is what agile delivers



or exceeds...



Common **myths** about going agile

1

Agile projects are difficult to execute and manage, because **agile methodology lacks structure**

2

There isn't a government model that works for procuring agile projects

3

Agile is the **silver bullet**



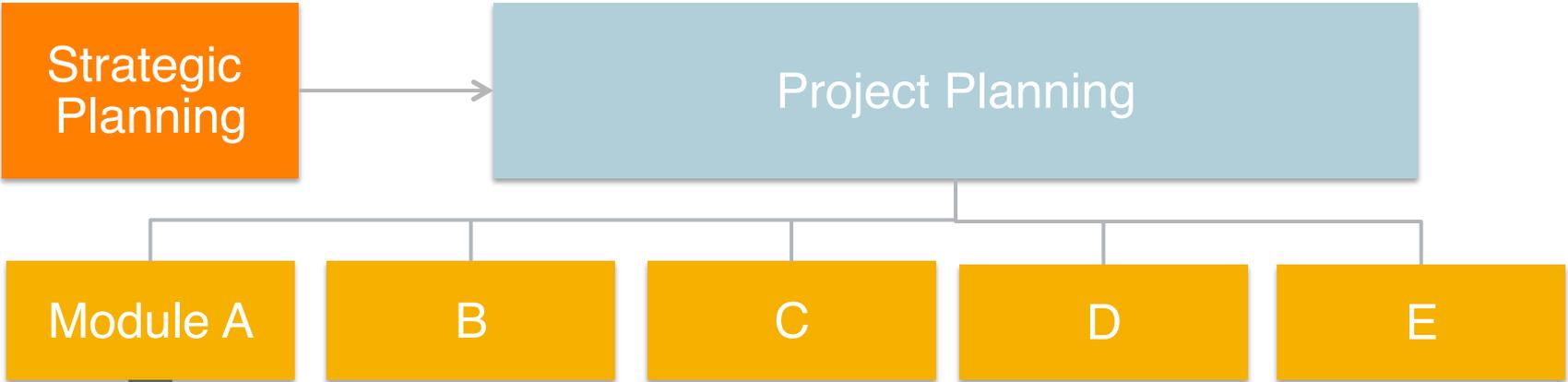
Myth 1

Executing and Managing

Agile projects are difficult to execute and manage, because agile methodology lacks structure



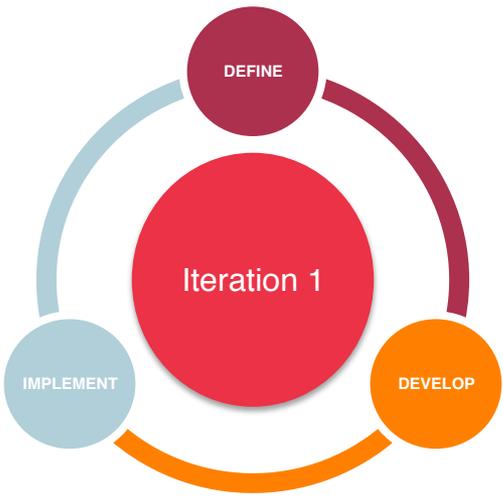
Executing and Managing Agile Projects



Iteration Planning



Execute Iteration



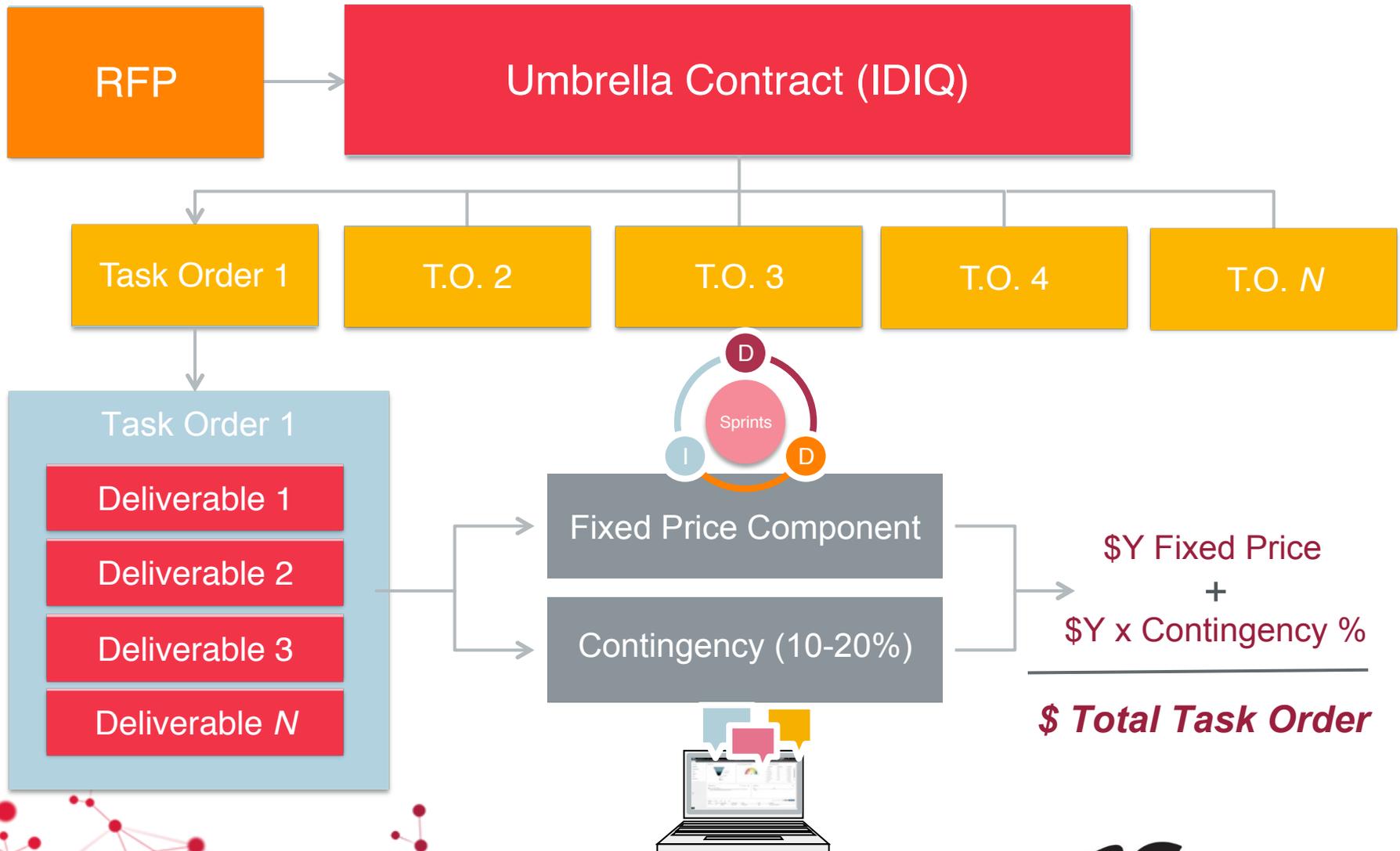
Demo Results



Myth 2 Procurement

There isn't a government model that works for procuring agile projects

Procurement Example: Integrated Solution



Myth 3

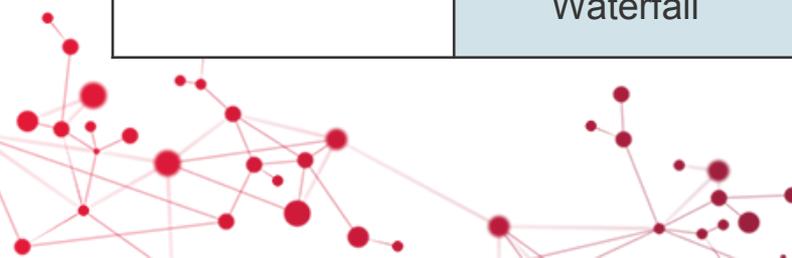
Silver Bullet

Agile is the silver bullet

Agile methodology vs. waterfall

| PROJECT SIZE | METHOD | SUCCESSFUL | CHALLENGED | FAILED |
|--------------|-----------|------------|------------|--------|
| All Sizes | Agile | 39% | 52% | 9% |
| | Waterfall | 11% | 60% | 29% |
| Large | Agile | 18% | 59% | 23% |
| | Waterfall | 3% | 55% | 42% |
| Medium | Agile | 27% | 62% | 11% |
| | Waterfall | 7% | 68% | 25% |
| Small | Agile | 58% | 38% | 4% |
| | Waterfall | 44% | 45% | 11% |

Standish Group – CHAOS Reports





MYTHS

BUSTED



Case Study

How New Jersey embraced agile to help clean up their environment.

- Pete Tenebruso, CIO
Department of Environmental Protection



Case Study: Familiar challenges for government IT leaders

Changing Policies

- Changing policies, regulations, and rules are something that come with territory
- Legislation often comes with mandated timelines

Increasing Demand & Expectations

- Higher expectations for quality and demand for User Experience that is similar to stakeholder's daily lives
- Automation is required to meet high demand

Increasing Complexity

- The low hanging fruit has been harvested
- Business leaders want IT to fundamentally enhance their business processes

Schedule Delays & Cost Overruns

- As project complexity increases, it becomes more difficult to determine scope from the onset



Case Study: Site remediation reform

Changing Policies



- State legislature passed reform legislation that completely overhauled Site Remediation
- Legislation required new rules, which would be constantly revised throughout the project

Increasing Demand & Expectations



- IT was deemed critical to successful reform
- Site Remediation staff had high expectations for the user experience and automation

Greater Complexity



- Very complex business processes needed to be modernized
- Significant enhancements would be necessary to our existing IT capabilities

Delays & Cost Overruns



- Legislation contained mandatory submission deadlines
- We knew that a “big bang” waterfall approach would carry significant risks

After starting the project using waterfall, we realized that we would need to embrace a different approach if Site Remediation reform was to be successful



Case Study: Transitioning to agile

Leadership

As with any change, finding strong executive sponsors (business and IT) is key to navigating a successful transition.

Training

Agile requires significant collaboration between IT and “the business” - conduct training early and make sure all stakeholders are committed to the process.

Contracts

The IDIQ approach with Umbrella Contract and Task Orders with defined deliverables has worked well for us.

Tools

One of the benefits of agile is the number of tools that are available to support (training, product backlogs management, burn down charts, etc.) - make sure to leverage them.



Case Study: Project results to date



Greater Collaboration

- Progress is demonstrated each sprint (every 2 weeks)
- Feedback is immediate
- Miscommunications are identified and mitigated before they grow into serious risks

Improved Quality

- Significant reduction in bugs during testing
- Constant feedback results in a better end product and fewer change requests
- High customer satisfaction

On Schedule, On Budget

- Greater transparency; reduced buildup of project risk
- The contract structure allows the team to plan for changing requirements over the life cycle of the project

Other divisions have heard about our new agile approach, and have requested training so that they can adopt the methodology for their own future projects



Key Takeaways



Agile methodology **minimizes risk** and **maximizes transparency**, and existing **procurement approaches** support agile methodology

Key benefits of going agile:

- **Risk never builds up**; it's continuously monitored & mitigated
- **Greater transparency** allows managers to control project scope and cost
- The business has **complete visibility** into progress throughout the project
- Stakeholders are encouraged to **respond to change** after each iteration
- There is continuous **collaboration between business & IT** throughout the project
- **Business value** is delivered early and often

These are benefits that enable success.



Questions?



A black and white photograph of a man in a white dress shirt and tie, smiling while talking on a mobile phone. He is sitting at a desk with a laptop in front of him. The background shows a bright office environment with large windows.

CGI



Thank you!

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Our commitment to you

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